
LESSON 3

INTRODUCTION TO JOINT WARFARE

Introduction

Background

Throughout the history of the United States, the military has conducted joint operations. In some cases, these operations have been very successful but others have lacked coordination. Still others have been punctuated by confusion and received public criticism.

World War II thrust the United States into a situation requiring a military structure to provide strategic direction to the war effort. In 1942, a united high command established the U.S. Joint Chiefs of Staff. It functioned throughout the war without legislative or presidential definition.

The National Security Act of 1947 formally established in law the Joint Chiefs of Staff. Numerous changes to the original act have since followed. The most wide-sweeping changes resulted from the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

**Lesson
Overview**

This lesson presents the concepts and values the Armed Forces of this nation need to fight and win as a joint force, as well as to function effectively day-to-day.

**Relationship
to Other
Instruction**

As members of the U.S. Armed Forces, you have been and will continue to examine the nature of warfare through study of the best-tested and most up-to-date insights of the finest theorists, historians, and practitioners of war. As you learn about the nature of warfare in the modern era, you will find it is synonymous with joint warfare.

The concepts and values presented in this lesson will be recurring themes throughout the remaining lessons of this course and the 8800 Command and Staff College Distance Education Program (CSCDEP).

Study Time

This lesson, including the issues for consideration, will require about 3.5 hours of study.

Educational Objectives

**Dynamic
Changes in
Modern Warfare**

Analyze the five types of dynamic changes to expect in modern warfare.

**Impact of
Military Values
on Joint Warfare**

Summarize the impact that military values have on joint warfare.

**Capabilities
and Limitations
of U.S. Military
Forces**

Comprehend the scope of current as well as projected capabilities and limitations of the U.S. military forces. [JPME Area 1a]

**Application of
Theory and
Principles of
War at the
Operational
Level**

Explain how theory and principles of war apply at the operational level of war. [JPME Area 3b]

**Implications
of Increased
Reliance on
Technology**

Understand that both opportunities and vulnerabilities are created by increased reliance on technology throughout the range of military operations. [JPME Area 5d]

**JPME Areas/
Objectives/Hours
(accounting data)**

1/a/1
3/b/1
5/d/.5

Values in Joint Warfare

Introduction

Our military service is based on personal, core values--those standards that, in American military experience, have proven to be the bedrock of combat success. These values are common to all the services and represent the essence of our professionalism.

This lesson will focus on those values that have a special impact on joint matters.

Integrity

Integrity is the cornerstone for building trust. Members of the Armed Forces know that no matter what issue is at hand, you must be able to be counted on to say what you mean, mean what you say, and most importantly, do what you say. Being able to implicitly trust and rely upon each other is an essential requirement for building effective teams.

Competence

Competence is at the center of our relationship with the American people. Our fellow citizens expect us to be competent in every aspect of warfare.

Those we lead into battle deserve no less. Competence cements the mutual cohesion between leader and follower.

Each service has organized, trained, and equipped superbly competent forces whose ability to fight with devastating effectiveness in the air, on land, and at sea is the foundation for successful joint action.

Physical Courage

Physical courage is a basic defining characteristic of warriors. The United States has been fortunate to have had warriors in its military services. Regardless of technical innovations, physical courage will be a necessary component for military success.

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Values in Joint Warfare, Continued

Moral Courage

Moral courage is essential to military operations. Moral courage includes one's willingness to stand up for what one believes is right even if that stand is unpopular or contrary to conventional wisdom.

Other aspects of moral courage involve **risk taking** and **tenacity**. These include the ability and willingness to make bold decisions in the face of uncertainty, accept full responsibility for the outcome, and hold to the chosen course despite challenges or difficulties.

Teamwork

Teamwork results from a cooperative effort made by the members of a group to achieve common goals.

Americans tend to respect teamwork as an important goal. This natural cultural willingness to "pull together" gives the U.S. Armed Forces a solid basis upon which to build effective joint teams.

Personal characteristics and abilities that support effective teamwork include:

- Trustworthiness and self-confidence
 - Ability to delegate
 - A cooperative attitude
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Fundamentals of Joint Warfare

The Principles of War and Their Application

Concepts fundamental to joint warfare have been derived by applying the general principles of war to the specific context of joint warfare. These principles are especially valued in joint warfare:

- Unity of effort
 - Knowledge of self
 - Knowledge of the enemy
 - Initiative
 - Independence
 - Agility
 - Clarity
 - Concentration
 - Willingness to sustain operations
 - Willingness to extend operations
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Exercise of Command

American military power is employed under joint force commands. As you read this lesson, make sure you understand the capabilities and limitations of the U.S. military forces.

National Level Considerations

When the United States undertakes military operations, the U.S. Armed Forces are only one component of a **national level effort**. The total national effort includes all the following elements:

- Economic
 - Diplomatic
 - Informational
 - Military
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Multinational Endeavors

There is good probability that any military operations undertaken by the United States of America will have a **multinational** aspect. This is because the network of alliances, friendships, and mutual interests established by our nation around the world is so extensive.

Dynamic Changes

Introduction

Accelerating rates of changes will make the future environments more unpredictable and less stable, presenting our Armed Forces with a wide range of possible futures.

Whatever direction global change ultimately takes, it will affect how we think about and conduct joint and multinational operations in the 21st century.

Dynamic Changes

How well our Armed Forces can perform their duties in 2010 will depend on how dynamically we can respond to the challenge of such changes. Consider how the following list of possible changes presented in *Joint Vision 2010* might affect the U.S. Armed Forces in the 21st century:

- Emerging importance of information superiority
 - Implications of technological advances
 - Multinational operations
 - Enhanced jointness
 - Potential adversaries
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Required Readings

Joint Pub Readings

- *Joint Vision 2010* (1997). Read the entire volume. Find this reading in the *Joint Pub Readings* Vol. I (8800), pp. 87 to 119. This volume is the conceptual template for how we will channel the vitality of our people and leverage technological opportunities to achieve new levels of effectiveness in joint warfighting.
 - Joint Pub 1, *Joint Warfare of the Armed Forces of the United States* (1995). Read chapters 1 through 3. Find this reading in the *Joint Pub Readings* Vol. I (8800), pp. 215 to 242. This publication describes how the U.S. military builds joint forces for military operations. It discusses the nature of modern warfare and military values as they relate to joint forces. It presents an overview of the fundamentals of joint warfare and shows that the campaign is at the heart of joint warfare.
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Issues for Consideration

Values in Joint Warfare

Explain how the values discussed in this lesson are crucial to the success of joint operations.

Fundamentals of Joint Warfare

Does the U.S. observe the principle of war at the operational level in a joint environment? If so, how?

Dramatic Changes

What changes are presented in *Joint Vision 2010* that will affect the U.S. Armed Forces in the 21st century?

Implications of Increased Reliance on Technology

Has increased reliance on technology created vulnerabilities for the Marine Corps and the joint force commander? What are some?

Characteristics of Modern Warfare

Analyze the five dynamic changes to prepare for that define contemporary military operations.
